



Independent Final Evaluation

Supporting Local Socio-Economic Recovery and Development in War Affected Areas of South Lebanon (Phase II)

LEB/09/01M/UND

Draft Terms of Reference

1. Introduction and Rationale for the Independent Evaluation

Since May 2009, the International Labour Organization has implemented 'Local Socio-Economic Recovery and Development in War Affected Areas in South Lebanon', a Project funded by the Lebanon Recovery Fund (LRF) with a total budget of \$ 1.5 million USD for an initial period of 20 months. The project will continue under a 'no cost extension' until the end of XX 2011 in order to finalise the implementation of planned activities.

The project was part of the integrated recovery strategy implemented by the ILO in Lebanon following the July 2006 hostilities. The project builds on the achievements of previous ILO assistance, namely the project, *Supporting Local Socio-Economic Recovery in War Affected Areas of South Lebanon (Phase I)* that ran from July 2007 to March 2009. To quote the independent evaluation of the project's Phase 1, "the evaluation's main recommendation is to follow the current project which will be completed by end March 2009, by a second phase that builds on the achievements realised and experienced gained. The second phase project should ensure the need to make a transition from recovery to development".

This document describes the Terms of Reference for an independent final evaluation to be undertaken at the end of the current Phase II Project, adhering to ILO's policies and procedures on evaluations. It will be conducted by an external evaluation team and managed by the Regional Monitoring and Evaluation Advisor at the ILO Regional Office for Arab States (ROAS) in Beirut.

The Project's performance will be reviewed with strict regards to relevance, design, effectiveness, efficiency, and sustainability. The evaluation is expected to:

- Provide a clear articulation of the 'lessons learned'.
- Provide recommendations to support ILO's expansion of its local economic activities in Lebanon based on the assessment of the key success factors, best practices and constraints faced by the Project.
- Assess current impacts and the sustainability of the project activities undertaken in Phase II; and where possible, identify evidence of pathways and indicators of long-term impact.
- Contribute to knowledge development and inform national and local stakeholders, including the LRF steering committee and other participating UN agencies, on local economic recovery strategies that have been replicated within the Lebanese context, as well as areas of continuous efforts.

2. Brief Background of the Project

The project to support '*Local Socio-Economic Recovery and Development in War Affected Areas in South Lebanon*', started in May 2009 as a Phase II continuation of the previous Phase I project implemented from July 2007 to March 2009 and funded by Lebanon Recovery Fund (LRF). The current Phase II project ran from May 2009 until XX 2011.

Based on the ongoing success exhibited in Phase I and the recommendations of the independent external evaluation, the new Local Socio-Economic Recovery and Development Project Phase II proposed an expansion in scope and in the number of targeted communities. The project aimed to build upon existing work by offering the same main components as Phase I, but with an emphasis on longer-term development, employment creation and strengthening of local institutions. Similar to Phase I, the Phase II project utilizes a participatory approach in all technical dimensions to build local consensus around project activities and strengthen community cohesion and social dialogue over the long term. The external evaluation will analyse the project's success in expanding into additional *cazas* of South Lebanon.

Development Objective

To promote social equity and empower local stakeholders through local employment development and livelihood support in conflict-affected areas in South Lebanon.

Areas of Project Intervention

Outcome 1: Local institutions and major implementing partners in South Lebanon manage livelihoods projects applying acquired tools and methodologies.

This outcome will be assessed through the following key performance indicators:

- 1) Number and percentage of new job created in the targeted economic sectors.
- 2) Percentage of increased margin of profits of the direct beneficiaries of the project.
- 3) Percentage of stakeholders applying learned methodologies in order to design and implement new socio-economic projects

The strategy of outcome 1 is further developed through the following 3 outputs.

Output 1.1: Local institutions in targeted economic sectors demonstrate enhanced capacities so as to effectively plan, design and implement socio-economic projects

This output will be assessed through the following key output indicators:

- 1) Percentage of participants who gained increased knowledge from the Business Management Trainings.
- 2) Percentage of participants' who gained increased knowledge from the Training on Cooperative Management.
- 3) Percentage of participants who gained increased knowledge acquired through Management Trainings for middle managers local microfinance institutions.
- 4) The degree of improved capacity of Management Practices in the targeted institutions.

The evaluation will examine how effectively the project was in building the capacity of social partners, based on their specific identified needs and following the capacity building plan developed for each of the 19 institutions; and to which extent the needs were addressed, and which specific aspects have not been addressed.

The evaluation will also examine how effective was the project in addressing the needs and building capacities of the 5 centers as referred by Social Development Center (SDC) and for which a specific and appropriate capacity building plan was drafted.

Output 1.2: Beneficiaries in the targeted economic sector in South Lebanon demonstrate enhanced capacities in order to improve businesses.

This output will be assessed through the following key output indicators:

- 1) Percentage of participants with increased knowledge gained during the trainings offered.
- 2) Number of local projects/sectoral proposals produced after the PVCA workshop.
- 3) Percentage of women participation in the trainings.
- 4) Percentage of people with disabilities' participation in the trainings.

The evaluation will examine how effectively the project was in building capacities of the 24 targeted cooperatives, with specific emphasis on building cooperative management, increasing productivity, market research, membership and awareness raising.

Output 1.3: Local institutions, entrepreneurs and marginalised groups in the targeted economic sectors in South Lebanon are supported through provision of financial services.

This output will be assessed through the following key output indicators:

- 1) Number and percentage of beneficiaries who accessed loans, disaggregated across gender, age groups, and people with disabilities.
- 2) Number and percentage of beneficiaries who accessed loans allocated per targeted economic sector and per *caza*.
- 3) Number and percentage of loans allocated per targeted economic sector and per *caza*.
- 4) Number and percentage of beneficiaries who accessed grants, disaggregated across gender, age groups, and people with disabilities.

The evaluation will clearly analyse how effective was the project in supporting beneficiaries in starting income generating activities, and how effectively have they increased their income.

Outcome 2: Local institutions in South Lebanon can maintain and replicate participatory methodologies in promoting local economic development initiatives.

This outcome will be assessed through the following key performance indicators:

- 1) The percentage of stakeholders replicating the same, or improved learned methodologies in order to promote LED.
- 2) The percentage of stakeholders using replication guidelines in order to promote LED.
- 3) The percentage of new contracts established by local institutions and the percentage of increased relations with donors.

The strategy of outcome 2 is further developed through the following 2 outputs.

Output 2.1: Capacities of local stakeholders in exchanging practices is enhanced via establishing/strengthening existent for a, related to the selected economic sectors.

This output will be assessed through the following key output indicators:

- 1) Number of local forums established.

2) Improvement in the financial resources and management capacity of fora created.

In term of process, the evaluation will examine how effective has been the project in establishing/strengthening existent fora of local stakeholders to exchange practices?

Output 2.2: Local stakeholders capacities are enhanced to plan, coordinate and replicate socio-economic initiatives.

This output will be assessed through the following key output indicators:

- 1) Number of sectoral LED plans developed by local stakeholders.
- 2) Number of stakeholders attending the sustainability workshop.
- 3) Number of stakeholders using the replication guidelines in planning their socio-economic activities.
- 4) Percentage of women participation in fora that were created/strengthened.
- 5) Percentage of people with disabilities in fora that were created/strengthened

In terms of process, the evaluation will examine how effective the project was in enhancing local stakeholder capacity in replicating, designing, and coordinating socio-economic initiatives. The evaluation will provide examples of how local institutions mobilized resources and implemented additional projects, the analysis will be disaggregated across casa and sectors.

The evaluation will also examine the success of the project through replication within the Lebanese context.

The evaluation will also examine the following components:

- Clearly analyze the transition from Phase I to Phase II, and how the sustainability workshop held in 2009 ensured a handover of the project's findings and achievements to the local community.
- How effective was Phase II in implementing the recommendations of the Phase I evaluation?
- Assess if the existing monitoring system for collecting performance data and systematically measuring progress of outcomes and outputs was appropriate. Assess whether recommendations related to project monitoring and evaluation, made during LSER Phase I, have been taken into consideration.
- Assess how effective was the project in creating green jobs, and how sustainable have these jobs been.
- Assess the project's success at building synergies to support other ILO projects in South Lebanon (i.e. Skills Development, Employment Services and Local Economic Recovery in the Construction Sector in South Lebanon).

ILO's partners in this collaboration are:

- Social Development Center of the Ministry of Social Affairs in Bint Jbeil
- Agricultural Cooperative of Bint Jbeil
- Regional Cooperative Union in South Lebanon
- Cooperative Union for Development in the South (ARD)
- Chamber of Commerce of Saida
- Syndicate of Agricultural Laborers in South Lebanon
- The Labor Union for the Syndicates of the Employees and Laborers of the South
- Lebanese Association for Development, Rehabilitation and Care (LADRC)

- Cooperative of Agriculture and Beekeeping in Maroun Ar-Ras
- Hicham Fahes Institute for Vocational Training
- Cooperative of Tobacco Planting and its Productivity Enhancement in the South
- Rmeich Cooperative for Agricultural and Livestock Development
- Municipalities of Ein Ebel, Ayta As-Shaab
- Jihad Al Binaa Development Association
- Istituto per la Cooperazione Universitaria
- Cooperative Association for Jabal Amel Beekeepers
- The Association Of Environment Friends
- Cooperative Association for Agriculture of Mahrouna
- Cooperative Association of Production and Processing of Agricultural Products/ Deir Kanoun Ras El Ein
- Cooperative Association for Agricultural and Livestock Development/ Haloussieh
- The Agricultural Cooperative of Ain Tenta

The ILO maintained regular communication with all project partners and stakeholders through the presence of a National Coordinator in South Lebanon.

3. Purpose, Scope and Clients of the Evaluation

Purpose

The purpose of this evaluation is to:

- Determine if the Project has achieved its stated objectives and explain why/why not
- Identify needs that may not have been addressed or fully met and the reasons why
- Determine the implementation status of the Project, the Project management, the timeliness as well as the performance monitoring
- Assess Project's success in implementing the Phase I evaluation recommendations, and identify recommendations which are unmet
- Assess the Project's achievements and synergies in supporting other ILO projects in South Lebanon (i.e. Skills Development, Employment services and Local Economic Recovery in the Construction Sector in South Lebanon).
- Determine the impact of the Project in terms of sustained improvements achieved and long term benefits to target groups.
- Provide recommendations on how to build on the achievements of the Project and ensure that is sustained by the relevant stakeholders, as well as identify results that could be emulated in other projects.
- Document lessons learned, success stories, and good practice in order to maximize the experiences gained. The evaluation should take into consideration the project duration, existing resources and the constraints of the political environmental.

Scope

The evaluation will look at all activities implemented from May 2009 to XX 2011. In particular, the evaluation will examine the impact of project activities on improved livelihoods and employment

opportunities of target groups. The evaluation will also examine the impact of the project activities in terms of building local capacities aiming at rebuilding livelihoods.

The evaluation will be guided by the following core evaluation questions:

- **Development Effectiveness:** The extent to which the Project's objectives and intended results were achieved
- **Resource Efficiency:** The extent with which resources were economically converted into results, including the mention of alternative, more cost-effective, strategies when applicable
- **Impact:** Positive and negative, intended and unintended long-term effects
- **Relevance:** The extent to which Project interventions met beneficiary requirements, country needs, global priorities and partners' and donors' policies
- **Sustainability:** The immediate benefits, and probability of continued long-term benefits after the Project has ended.
- **Partnerships:** The extent to which the Project's stakeholders absorbed capacity to address social dialogue, labour reform and inspection issues
- **Lessons Learned and Good Practice:** Good practices identified by the Project, key lessons learned from project implementation, and recommendations for similar programmes/projects.

Clients of Evaluation

The primary clients of the evaluation are the ILO Regional Office for Arab States (Beirut), and the ILO constituents, the Project Management Team, the local and national partners and the donor. Secondary clients include other units within the ILO that may indirectly benefit from the knowledge generated by the evaluation (CRISIS, SEED, COOP, CODEV, EVAL,) and UN agencies collaborating with the ILO in the south as well as project beneficiaries.

4. Suggested Analytical Framework

4.1 Relevance and strategic fit

- a. How did the Project contribute to national priorities as identified in the United Nations Development Assistance Framework (UNDAF)?
- b. How have the stakeholders taken ownership of the Project concept and approach since the project started?
- c. How well did the Project design take into account local efforts already underway to address socio-economic recovery and make use of existing capacity to address these issues?

4.2 Validity of the design

- a. Was the intervention logic coherent and realistic? Do outputs causally link to outcomes, which in turn contribute to the broader development objective of the Project?

- b. Were the objectives of the Project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)? Were the problems and needs adequately analyzed?
- c. How appropriate and useful were the indicators described in the Project progress documents for monitoring and measuring results? Were the means of verifications for the indicators appropriate?

4.3 Project progress and effectiveness

- a. Has the Project made sufficient progress towards its planned outputs and activities? Do the benefits accrue equally to men and women?
- b. Which components of the Project had the greatest achievements? What have been the supporting factors? How can the Project build or expand on these achievements?
- c. What alternative strategies would have been more effective in achieving the Project's objectives?

4.4 Efficiency of resource use

- a. Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?
- b. Have resources been used efficiently? Has the implementation of activities been cost-effective? Will the results achieved justify the costs? Could the same results have been attained with fewer resources?
- c. Have project funds and activities been delivered in a timely manner? Were there any major delays? What were the reasons, and how did the Project deal with this delay in work plan?

4.5 Effectiveness of management arrangements

- a. Were management capacities adequate? Did the project governance structure facilitate good results and efficient delivery?
- b. How effective was the communication between project team, regional office, and responsible technical department?
- c. How effectively did the Project management monitor performance and results? What M&E system were put in place, and how effective was it? Was relevant data systematically being collected and analyzed to document progress and inform management decisions?
- d. Did the Project receive adequate political, technical and administrative support from its national partners?

4.6 Impact orientation and sustainability

- e. What observed changes (attitudes, capacities, institutions etc) can be causally linked to the Project's interventions?
- f. Are national partners willing and committed to continue with the Project? How effectively has the Project built national ownership?
- g. Has the Project successfully built or strengthened an enabling environment? (laws, policies, people's attitude etc.)

- h. Should there be another phase of the Project to consolidate achievements?

4.7 Specific Emphasis

In the final Evaluation Report, the evaluation team will make sure that the following aspects receive sufficient emphasis in the report, under the appropriate evaluation domain and to the extent relevant information availability:

- a. Clearly analyze the transition from Phase I of the project to Phase II, and how the sustainability workshop held in 2009 ensured a handover of the project's findings and achievements to the local community.
- b. Assess the success of implementing the project's Phase 1 evaluation recommendations, and identify recommendations which are still unmet.
- c. Assess the existing monitoring system for collecting performance data and systematically measuring progress of outcomes and outputs, and whether recommendations made during LSER Phase I related to project monitoring and evaluation have been taken into consideration.
- d. Assess effectiveness of the project in creating green jobs, and how sustainable these jobs have been.
- e. Assess the project's success at building synergies to support other ILO projects in South Lebanon (i.e. Skills Development, Employment services and Local economic Recovery in the Construction Sector in South Lebanon).
- f. Examine project effectiveness in building capacities of social partners, based on their specific needs identified and following the capacity building plan developed for each of the 19 institutions, and to which extent the needs were addressed, and which specific aspects have not been addressed.
- g. Examine project effectiveness in addressing the needs and building capacities of the 5 centers as referred by Social Development Center (SDC) and for which a specific and appropriate capacity building plan was drafted.
- h. Examine project effectiveness in building capacities of the 24 targeted cooperatives, with specific emphasis on building cooperative management, increasing productivity, market research, membership and awareness-raising.
- i. Clearly analyse project effectiveness in supporting beneficiaries in starting income generating activities, and how effectively they have increased income levels.
- j. Analyse project effectiveness in supporting beneficiaries in starting income generating activities, and how effectively they have increased income levels.
- k. Examine project effectiveness in establishing/strengthening existent for local stakeholders to exchange practices?
- l. Examine project effectiveness for enhancing local stakeholders capacities in replicating, designing, and coordinating socio-economic initiatives. Provide examples of how effective have been local institutions in mobilizing resources and implementing additional projects, i.e analysis disaggregated across caza and sector.

Examine project success in being replicated within the Lebanese context.

- m. The evaluation recommendations should correlate to the 5 main focus areas of the evaluation, (effectiveness, efficiency, relevance, impact and sustainability) and the related key questions.

5. Methodology

The international evaluator will be requested to present a more detailed evaluation methodology and an evaluation plan integrated into an inception report based on the suggested analytical framework and the desk review. This will need to be approved by the Regional Monitoring and Evaluation Advisor.

While the evaluation will be strictly external and independent in nature, the exercise will seek to be participatory to the extent possible, engaging to the possible extent staff who worked under the Project, partners, beneficiaries and other stakeholders. The evaluation will include but will not be restricted to:

- a. An inception report conducted in home-country of project documents and materials provided by the ILO Regional Office for Arab States to the international evaluator;
- b. Presentations /inductions with available staff who worked under the Project, key stakeholders and partners to the Project explaining the process, methodology, objectives and principles of the participatory evaluation;
- c. Interviews with staff who worked under the Project, project partners, constituents and key project stakeholders;
- d. Phone Interviews with ILO HQ and meetings with relevant focal points in the ILO Regional Office for Arab States;
- e. Presentation of findings and recommendations to selected stakeholders and partners upon completion of the Evaluation Report.

6. Main outputs

The expected outputs to be delivered by the international evaluator are:

- a. **Evaluation Inception Report including statement of methodology**— these statements are requested from the evaluator before proceeding with the full-fledged evaluation exercise. The Inception Report should detail the evaluators' understanding of what is being evaluated and why; it should articulate how each aspect of the evaluation will be addressed by way of proposed methods, proposed sources of data and data collection procedures. The Inception Report should detail the evaluation methodology, a proposed schedule of tasks, activities and deliverables, and designate a team member with the responsibility to lead each task or product. The evaluation Inception Report and evaluation methodology will need to be submitted, and approved, prior to the start of the evaluation exercise.
- b. **Draft Evaluation Report**— the Regional Monitoring and Evaluation Advisor, the ROAS Programme Unit and key internal stakeholders will review the draft report to ensure that the evaluation meets the required criteria. Special attention will be given to the quality and quantity of recommendations.

c. **Final Evaluation Report and cover page** — the final report should include key project and evaluation data¹, and follow the structure noted below:

1. Executive Summary
2. Description of the Project
3. Purpose, Scope and the Clients of the Evaluation
4. Methodology
5. Implementation Review
6. Clearly identified findings for each criterion
7. Conclusions
8. Recommendations (including tracking table with relevant follow-up responsibilities)
9. A statement addressing lessons learned good practices and effective models of intervention drafted in user-friendly language for publication and circulation to wide audiences.
10. Summary of potential areas for further investigation and implications for global/regional strategies.
11. Annexes, including TORs, persons contacted, etc.
12. Standard evaluation matrix
13. Summary evaluation report according to ILO guidance.

Stakeholder Workshop — To be facilitated by the independent evaluator. The stakeholder workshop is held at the end of the evaluation process to present and validate findings and recommendations. The workshop should include national constituents and other stakeholders involved in the evaluation process as well as ROAS management (RD, CRPU, CRISIS Specialist, M&E Advisor).

The final report will be circulated to key stakeholders (those participants present at stakeholder workshop will be considered ‘key stakeholders’) for their review. Comments from stakeholders will be consolidated by the ROAS Regional Monitoring and Evaluation Advisor and provided to the international evaluator. In preparing the final report the international evaluator should consider these comments, incorporate as appropriate and provide a brief note explaining why any comments might not have been incorporated.

7. Management arrangements, work plan and timeframe

The evaluation will be conducted by a senior international evaluator and a national evaluation consultant. The ILO Regional Office in Beirut and the project management will be responsible for providing all logistical support to facilitate the evaluation process. The evaluation will be managed by the Regional Monitoring and Evaluation Advisor at ROAS Beirut.

¹ The template will be provided by the ROAS M&E Advisor.

Evaluation Team and Responsibilities

The evaluation team will consist of an international independent evaluator and a national evaluation consultant. The evaluation team is responsible for conducting the final evaluation, as per the terms of reference.

The international independent evaluator shall:

- Review the TOR and provide input, as necessary;
- Review all project documents and materials; this task includes a comprehensive review of the following documents:
 1. Project Document
 2. Project document, March 2009
 3. Progress Reports covering the periods 2009 and 2010
 4. Proposal for extension until the end of XX 2011
 5. 2009, 2010 and 2011 related Work plan
 6. Local Socio-Economic Recovery in war Affected Areas of South Lebanon – Final Evaluation, January 2009
- Prepare an inception report including the evaluation methodology, instruments and plan
- Reserve two week for field mission including induction and interviews with direct and indirect stakeholders, and other methodological component the evaluation team might chose to apply
- Conduct debriefing on preliminary findings, conclusion, and recommendation of the evaluation with Key stakeholders in the form of a workshop ;
- Draft evaluation report and finalize it based on comments from stakeholders.

The national consultant shall:

- Review the project documents, progress reports and the final evaluation TOR in order to become fully familiar with the strategy and objectives of the project
- When possible gather all relevant project's information and data, including quarter work plan, training materials etc.
- Review the documentation prepare by the evaluation team leader and provide support and logistic in organising meetings, interviews and Focus Group Discussions with relevant project's stakeholders;
- Coordinate and administer mini-survey if requested by the evaluation team leader.
- Contribute to the design of focus group discussions with beneficiaries and possibly others, facilitate and report on these discussions
- Provide interpretation when necessary
- Provide national perspectives in the evaluation process

- Support and facilitate stakeholders' workshop (including minutes of the workshop in consultation with the international evaluator)
- Participate in the formulation of the main findings, conclusions and recommendations of the mission and,
- Provide inputs to the draft report in consultation with the team leader.

The Regional Monitoring and Evaluation Advisor Responsibilities

- Drafting the final evaluation TOR
- Finalizing and approving the TOR with input from the stakeholders and the independent evaluator
- Organize relevant documentation
- Ensuring proper stakeholder involvement
- Providing Project background materials and information
- Providing logistical and practical support, as needed
- Participating in preparatory meeting prior to the evaluation mission
- Assist in the implementation of the evaluation methodology, as appropriate (i.e., participate in interviews, review documents) and in such a way as to minimize bias in evaluation findings
- Coordinating exchanges of comments of the evaluation team with the partners during the evaluation
- Circulate draft and final report to stakeholders
- Reviewing and providing comments on the evaluation report
- Participating in debriefing on findings, conclusions, and recommendations of the final evaluation
- Ensure follow-up to the evaluation recommendations

The Chief Regional Programming Services Responsibilities:

- Reviewing the TOR and providing input, as necessary
- Provide a briefing to the evaluation team on the project's background, history, and highlight issues to be considered
- Participating in debriefing/ workshop on findings, conclusions, and recommendations of the final evaluation
- Reviewing and providing comments on the draft evaluation report

The ILO Backstopping Officer (Socio-economic Recovery Specialist) and National Project manager are responsible for:

- Reviewing the TOR and providing input, as necessary

- Provide project background materials and collect information
- Participate in preparatory meetings prior to the evaluation mission
- Provide logistical and practical support, as needed
- Coordinate exchanges of information between the evaluation team and the project's partners.
- Assist in the implementation of the evaluation methodology, as appropriate (i.e., participate in interviews, review documents) and in such a way as to minimize bias in evaluation findings
- Participating in debriefing on findings, conclusions, and recommendations of the final evaluation
- Reviewing and providing comments on the evaluation report

Estimated Duration

The total duration of the evaluation process is of 22 working days. The expected starting date of the evaluation is estimated 14 February 2011. The final report should be submitted no later than end March 2011, while the draft report is expected no later than 10 March.

Table 1: The Evaluation timetable and schedule

Responsible Person	Tasks	Timeline
International Evaluator	Distance briefings (with project team, Programme Unit, Crisis Specialist, M&E Advisor, national consultant etc..) Desk review of project documents. Submission of evaluation inception report, including evaluation's methodology and instruments	3 days
International Evaluator with the project staff logistical support.	Two weeks for field mission including induction and interviews with direct and indirect stakeholders Conduct debriefing on findings, conclusion, and recommendation of the evaluation with Key stakeholders in the form of a workshop	12 days
International Evaluator	Draft Report	5 days (1 to 5 March)
Regional Monitoring and Evaluation Advisor	Circulate draft report to key stakeholders Consolidate comments of stakeholders and send to international evaluator.	10 days
International Evaluator	Integration of comments and finalization of the report.	2 days

8. Qualifications

The international evaluation consultant shall have:

- Relevant background in Social and Local Economic Development and Value Chain Approaches;
- At least 10 years experience in the design, management and evaluation of development projects;
- Experience in evaluations in the UN system, preferably as team leader;
- Relevant regional experience preferably working in Lebanon;
- Fluency in spoken and written English and strong editorial skills in English are necessary
- Experience in facilitating workshops for evaluation findings.

The background of the national consultant should include:

- Relevant background in Social and Local Economic Development and Value Chain Approaches;
- experience in the design, management and evaluation of development projects
- Technical knowledge of local economic development or agricultural development projects
- Fluency in Arabic and English
- Experience in facilitating workshops for evaluation findings.
